

State Coastal Conservancy

Big Sur Coastal Trail Master Plan

May 31, 2007



Image(s) courtesy of Pelican Network

May 31, 2007

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State Coastal Conservancy
1330 Broadway, Suite 1300
Oakland, CA 94612
Attn. Trish Chapman

Re: Big Sur Coastal Trail Master Plan

Dear Ms. Chapman:

The California Coastal Trail is a dream that is coming true, and for us at RRM Design Group we consider the Big Sur Coastal Trail Master Plan to be a once in a lifetime project. Our trail planners have had the good fortune to plan and design over 100 trail projects, including several sections of the Coastal Trail in Morro Bay, Pismo Beach, Ventura, Pacifica, Venice Beach, as well as other communities. We have also been instrumental in the early planning of the San Simeon Coast on the Hearst Ranch. I personally walked every beach and potential trail alignment from San Simeon Acres to Ragged Point, with both 2003 Coast Walk participants and technical advisors. But the Big Sur Coast is unmatched in beauty, complexity, and challenges.

Recently, our company leadership held a retreat at the Big Sur Lodge and we had the opportunity to meet some local folks that are passionate about the Coastal Trail and their desire to participate in the process. Our firm has specialized experience in outreach efforts to community groups. RRM has a reputation within the Coastal Conservancy, Coastal Commission, State Parks and other Big Sur stakeholders for resolving difficult local, special interest, and regulatory conflicts. Our experience with the Avila Beach clean-up and reconstruction, and the Venice Beach renovation are examples of my work with controversial and emotional planning issues that have similarities to the conflicts that may arise in Big Sur. We are currently facilitating steering committees for conservation organizations and communities near the Santa Monica Mountains National Park, and a citizen based group in Oceanside.

RRM is a large enough company (160 professionals) to take on this demanding project, and small enough to provide the attention and care the Big Sur Coastal Trail deserves. We have a project team that is absolutely excited about this unique opportunity, and we back our enthusiasm with a track record for completing projects. We will provide equal attention to client service, listening to the community, creative response to trail alignment challenges, and staying on schedule and budget.

The RRM team for the project is entirely an in-house operation with planning, landscape architecture, interpretive planning and coastal land use planning. We have supplemented the team with Caltrans expertise provided by David Grannis, who is well known within District 5, and Rincon Consultants for Biology. Rincon and RRM have worked together on trail projects for over 12 years.

It is my sincere hope, that we will be considered for this very important role. If selected, we will not disappoint the Conservancy, the Big Sur Community, or stakeholders. If you have any questions, I will be your contact. Please do not hesitate to call. I look forward to the opportunity to further discuss our passion for this project.

Sincerely,
RRM Design Group



Jeff Ferber, ASLA
Principal

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Project Approach

Introduction

One trail, many experiences is a succinct way to describe the ambition, complexity and the unique nature of the California Coastal Trail. Whether one is cycling along a bike path of one of Southern California's wide beaches, or walking on a boardwalk in Morro Bay, getting out of our cars and enjoying the beauty of the coast and the wonder of the ocean is possible only with the provision of protected public access. The Big Sur Coast offers unparalleled scenery and equally challenging geography. Preparing a Master Plan built on the foundation of the preceding planning, conservation and stewardship efforts will require vision, organization, human resources, technical skills, and an ability to resolve the planning issues while building consensus among stakeholders. With over **100 trail** and planning projects in our history, the RRM Design Group (RRM) team understands from experience how to plan and implement an interconnected trail system, in effect **one trail, many solutions**.

Planning Issues

The task at hand is not easy, but the path to success is straight forward. The Master Plan must be based on realistic and workable design criteria, and result in trail alignments that are practical, yet worthy of the awesome context. The plan has to address the near term as well as the desirable long term vision of the trail. The spectacular geography and topography create opportunities for exceptional routes and destinations, while providing difficult design challenges. There may be bridges, boardwalks, dirt paths, paved shoulders, overlooks, steps, and ramps. The RRM team has planned and engineered each of the conditions and solutions that will be required to make this 75 miles of trail a reality. The action plan must outline responsibilities and implementation projects that have the support and commitment of agencies represented on the Steering Committee. Our team must keep sight of the overall goal of planning the trail and not get too focused on site details that threaten to bog down the schedule and consume time and funding resources. Overlapping and

multiple policy documents must be considered and consulted for consistency. RRM has worked with the Coastal Conservancy, Coastal Commission and State Parks for years and we will carefully coordinate each of the agency requirements. Most importantly, the Master Plan must have the strong support of local residents, business owners and coastal trail enthusiasts.

Steering Committee and Public Outreach

Your consulting team must have considerable skills in communication, organization, and consensus building. The project leader must pull together the views and concerns of more than 10 committee members representing their own agency or group. The RRM approach is to **listen and lead**. We will understand the expectations of each committee member and always have a purpose, schedule, and stated outcome for each steering committee meeting. It will be our responsibility to move the master plan effort forward with each interaction.

Public interest will likely fall into two distinct camps, those with a passion to see the Coastal Trail completed, and those concerned that the Trail will create negative consequences. RRM's philosophy is to work with a coalition of public members that include both of these potentially divergent positions. We propose to operate in a **transparent and available** manner that removes the "us versus them" posture from the project.

We will successfully build a consensus where the Steering Committee and area residents are an integral part of the process and team, leading them to take **ownership of the vision** to complete the Trail. Working within a team atmosphere, we will sincerely listen to concerns and work with locals to convey the benefits and consequences of any action. There can be no predetermined trail routes, standards, or outcomes without first allowing folks to express their views.

Project Approach

Exhibits and maps must be understandable for the public. During the Hearst project, RRM produced approximately 300 maps addressing sensitive resources, trail routes, and a host of issues for use by agencies during the public meetings and negotiations of the easement. We have assigned the same senior mapping expert to supervise the exhibits for your project.

Project Management

RRM Design Group is committed to assigning a Principal and owner of the company to lead our project team in a meaningful way as the Project Manager and Point of Contact. Jeff Ferber will be available to the Coastal Conservancy Project Manager and Steering Committee on a continual basis for the duration of the project.

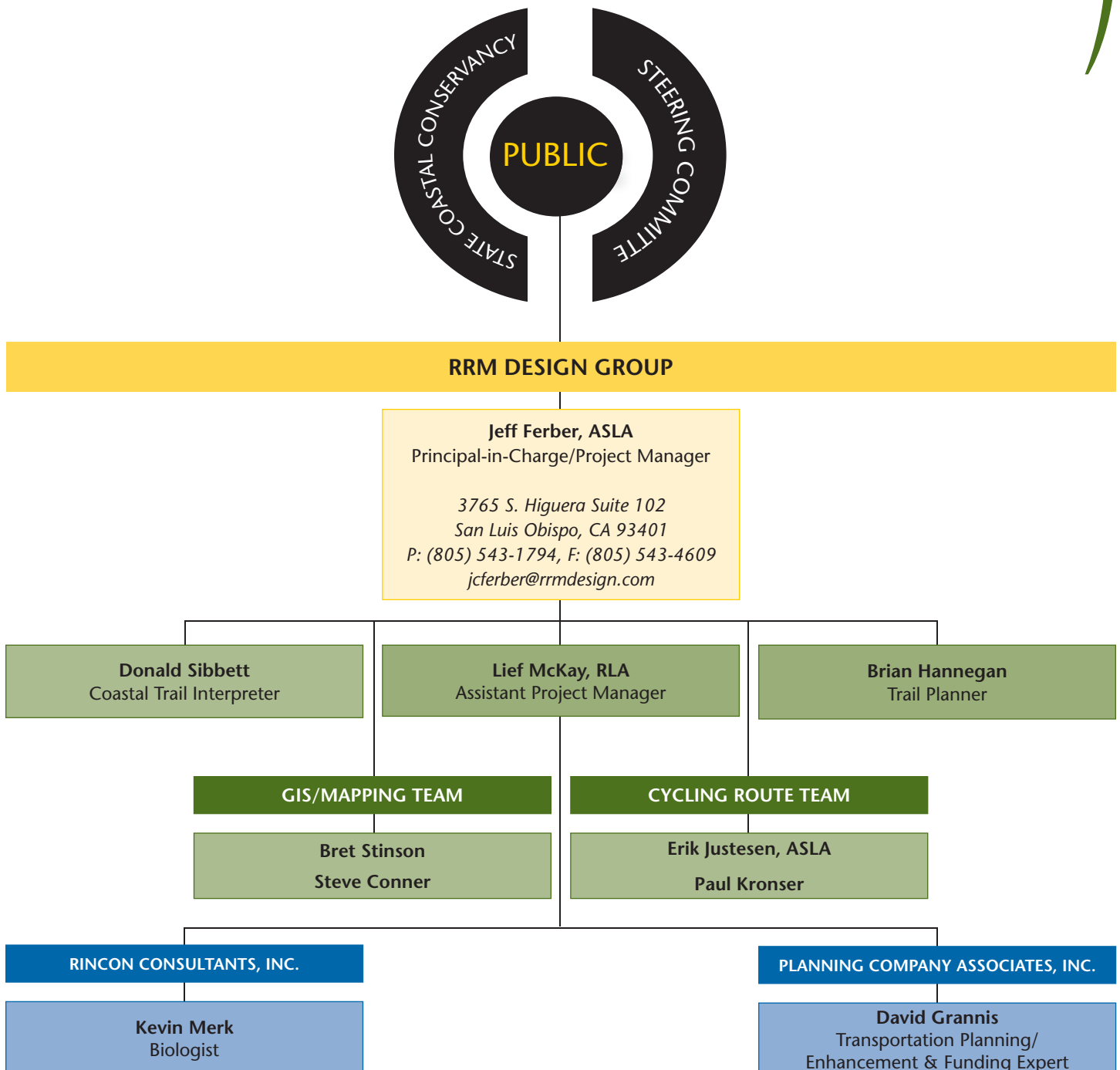
Project Team

RRM Design Group is offering a team experienced and well suited to the Big Sur Coastal Trail project. The team is balanced with expertise in community facilitation, trail planning and design, coastal land use planning, mapping, interpretive planning, engineering, and road cycling. The specialized roles and experience of each team member is outlined in the following section of the proposal. The two members of our Cycling Route Team know the dangers of the road portion of the trail and will analyze the opportunities and constraints while riding the 75 miles in the saddle. The lead trail planner will bring technical knowledge from trail construction in Colorado and California, and explore routes with the help of local guidance and input. The interpretive planner will bring to life the stories and historical sites and events that enrich the experience of the visitor, by creating a framework for an interpretive master plan. Our transportation expert will provide valuable experience interfacing with Caltrans. With these divers and accomplished professionals, the RRM team will execute the project on time and within budget.



Image courtesy of Pelican Network





Project Team

Jeff Ferber, Principal-in-Charge/ Project Manager

Jeff will serve as the Principal-in-Charge and Project Manager for the Big Sur Coastal Trail Master Plan. He will be responsible for the day to day contact with the Coastal Conservancy Project Manager and the quality performance of the RRM team. Jeff will be the lead facilitator of the Steering Committee meetings and all public outreach efforts. He will oversee all work products and deliverables, and serve as the editor of the Master Plan document. He will be assisted primarily by the Assistant Project Manager and Trail Planner.

Lief McKay, Assistant Project Manager

Lief will assist Jeff on all aspects of the Big Sur project. He will participate in all Steering Committee meetings and public outreach efforts as well as acting as a lead on trail planning tasks. Lief will be responsible for initial data review and production of the opportunities and constraints mapping. He will also record all direction from the Steering Committee and will provide the monthly status reports to the Coastal Conservancy.

Brian Hannegan, Trail Planner

Brian will be a primary contributor to the Master Plan document. He will be the lead in the investigation of alternative trail routes and the development of design criteria for the Coastal Trail in Big Sur. He will call on his 9 years of trail planning experience for Boulder County in Colorado, while investigating the pedestrian segments of the trail in the difficult Big Sur terrain.

Donald Sibbett, Coastal Trail Interpreter

Donald's role is linking the significant scenic, historical and natural features to the visitor's experience. He will be working closely with the trail planners to ensure that the rich history of the Big Sur area is integrated into trail alignments. Donald will use his expertise as a story teller during the development of the trail planning guidelines and alternative routes.

Bret Stinson & Steve Conner, GIS/ Mapping Team

Bret will be responsible for the mapping constraints analysis and trail alignments. He will be working in concert with Steve, RRM's GIS specialist, to develop the ArcGIS geodatabase. This team will coordinate directly with agency staff regarding acquisition and use of existing data. They will manage the data files and provide for accurate delivery of the final digital work product to the Coastal Conservancy.

Erik Justesen & Paul Kronser, Cycling Route Team

Erik and Paul will be responsible for the Highway 1 bicycle improvement opportunity analysis. They will be reviewing the route (on a bike) for off-highway opportunities as well as analyzing the road shoulder from the perspective of the touring cyclist. Erik, a planner and landscape architect, is an accomplished touring cyclist with a detailed knowledge of the Big Sur Coast. He has ridden the route as recently as April 2007. Paul was a member of the 2006 United States under 23 National Cycling Team.

David Grannis, Transportation Planning/ Enhancement & Funding Expert

David will advise RRM on issues related to funding and enhancement of Highway 1 for the continuous alignment of the Coastal Trail for cyclists. His firm, Planning Company Associates, Inc., will work closely with Caltrans and RRM during discussions on the feasibility of a widened shoulder in various segments. They have a long history of developing successful strategic plans and funding for transportation projects, including the Hearst Ranch conservation easement where several sections of Highway 1 will be relocated to protect the corridor from erosion.

Kevin Merk, Biologist

Kevin will advise RRM on issues related to sensitive habitat conflicts with potential alignments. Using existing data, Kevin and his firm, Rincon Consultants, will interface with trail planners and landscape architects to maximize the alignments response to the presence of sensitive plant and animal communities.

Related Project Experience

RRM Design Group's experience related to trail planning, trail design, meeting facilitation, and coastal planning is a comprehensive background of projects that are directly relevant to the Big Sur Coastal Trail Master Plan. We were an active participant for over two years in the planning effort to conserve the San Simeon coast and Hearst Ranch. In that period we worked with a collection of agencies and citizens that closely reflect the work required for the Big Sur project. We have facilitated up to 20-person steering committees and focus groups on open space and trail projects in Los Angeles, Venice, Oceanside, Malibu, Cambria, Simi Valley, and communities adjacent the Santa Monica Mountains. RRM's public outreach efforts include successful resolution of controversial coastal projects such as the re-building of Avila Beach oceanfront, Venice Beach oceanfront walk, Surfer's Point managed retreat and coastal trail in Ventura.

On the following page, an exhibit illustrates the locations of coastal trail planning efforts. These projects represent the full range of design, construction, funding, and coastal policy skills necessary to complete segments of the California Coastal Trail. Our experience includes projects that relate directly to the three expected alignments: a) continuous pedestrian, b) segments to areas of interest and c) alignment for cyclists. Below is an abbreviated list of RRM's related experience. the highlighted items are described fully with references on the following pages.



Image courtesy of Pelican Network



1. Hearst Ranch Conservation Easement and Coastal Trail Plan
San Luis Obispo County, CA
2. Venice Beach Oceanfront Walk
Venice Beach, CA
3. East West Ranch Public Access and Resource Management Plan
Cambria, CA
4. Port San Luis Master Plan
Avila Beach, CA
5. San Buenaventura State Beach Facilities
Ventura, CA
6. Surfer's Point
Ventura, CA
7. Avila Beach Front Street Enhancement Plan
Avila Beach, CA
8. Fort Bragg Pomo Bluffs Park
Fort Bragg, CA
9. Morro Bay Harborwalk
Morro Bay, CA
10. Morro Dunes Trails at The Cloisters
Morro Bay, CA
11. Pacifica State Beach Restoration Plan
Pacifica, CA
12. Pismo Beach Promenade
Pismo Beach, CA
13. Point Arena Community Park and Trail System
Point Arena, CA
14. Potrero Canyon Coastal Access and Interpretive Trail
Los Angeles, CA

Related Project Experience & References

Coastal Trails

Hearst Ranch Conservation Easement and Coastal Trail Plan, San Luis Obispo County, CA

RRM Design Group was the lead planner, trail consultant and mapping specialist for the 80,000 acre Hearst Ranch conservation effort. For this project, RRM assisted the Hearst Corporation with a significant conservation transaction involving the acquisition by the State of California of 14 miles of coastline, and a conservation easement limiting the developability of the remaining acreage. RRM worked closely with biological and agricultural interests to explore multiple alignments for the California Coastal Trail trailheads and vertical access points. Our team coordinated with Coastal Conservancy staff (Steve Horn) and the American Land Conservancy to negotiate and plan for the management of resources. RRM's master design consultation, GIS mapping, technical team coordination, trail planning, public information presentation (slides, projections, brochures, and display boards explaining the ranch's history, proposed resort facilities, and unique relationship with the surrounding communities), and entitlement advising and processing were instrumental in understanding the sensitivities and natural processes at work on the Hearst Ranch. These services facilitated the acquisition by a number of state agencies for nearly \$100 million that would open up a significant stretch of coastal lands to trails and public access.

Reference: Kara Blakeslee, Board of Directors Member
American Land Conservancy
Phone: (805) 543-4366, Email: mcepkaskas@hearst.com

Santa Paula Branch Line Recreation Trail, Ventura County, CA

RRM Design Group prepared a Master Plan for a 32 mile multi-use recreational trail within the Southern Pacific Railroad right-of-way purchased by the Ventura County Transportation Commission. Located between San Buenaventura and Santa Clarita, the trail traverses the Santa Clara River valley agricultural floor and connects with regional bike systems. Hired to find planning solutions with public involvement, RRM also resolved engineering issues and provided base mapping (topographic mapping, title research, and boundary surveys) of the entire trail. The project resolved land use compatibility between agriculture and trail users; emphasized tourism/recreation while respecting railway operations and filming activities; and incorporated historical design elements and interpretative markers. RRM coordinated with the County of Ventura to prepare plans, specifications, and probable costs for the first phase of trail implementation.

Reference: Christopher Stephens, Planning Director
Ventura County Resource Management Agency, Planning Division
Phone: (805) 654-2481, Email: chris.stephens@mail.co.ventura.ca



"The Ventura County Transportation Commission retained the services of RRM Design Group to prepare a Master Plan for a thirty-two mile recreational trail along an active corridor... the result is a Master Plan which reflects a clear understanding of the needs of the community and the concerns of affected property owners and other stakeholders."

*~Christopher Stephens, Deputy Director
Ventura County Transportation Commission*

Related Project Experience & References

Coastal Trails

East West Ranch Public Access and Resource Management Plan, Cambria, CA

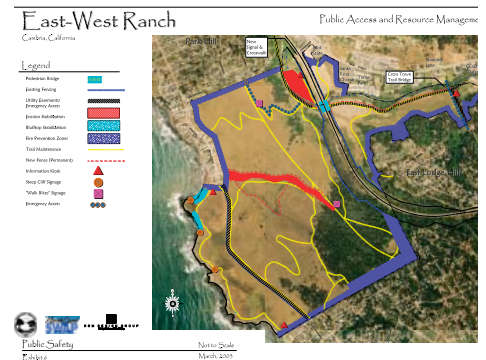
Using a rigorous public workshop and hearing process, RRM Design Group prepared the Constraints Analysis and completed the Public Access and Resource Management Plan funded by the Coastal Conservancy for the East West Ranch in Cambria. The Plan, adopted by the District Board in 2003, focuses on restoration of habitat types (a creek riparian corridor, seasonal wetlands, Cambria Pine forests, mixed Oak/Toyon woodlands, grasslands, coastal scrub, coastal bluffs, tidelands, and non-native plant communities) and protection of habitats known for special status species (the Southern Steelhead Trout, the Southwestern Pond Turtle, the California Red-legged Frog, and the Tidewater Goby). Restoration efforts also included creek bank stabilization; removal of cattle-grazing from sensitive areas; hand/mechanical removal of non-native plants; bluff-top stabilization with native plantings; and reconstruction and stabilization of an erosion gully. Increased public access and resource enhancements included trail development, a community park, stream bank stabilization and habitat restoration, fire hazard reduction, and realignment of water and sewer utilities lines. RRM provided vital coastal permitting.

Reference: Prentice Williams, Project Manager
State Coastal Conservancy

Port San Luis Master Plan, Avila Beach, CA

With a series of Coastal Conservancy grants, RRM Design Group assisted the Port of San Luis and the community of Avila Beach in preparing the Port Master Plan for the Port San Luis Harbor District. RRM provided a facilities needs assessment, a focused user survey, public workshops, a coastal access and implementation plan (with a new policy chapter inserted into the Local Coastal Plan), and schematic design with an evaluation of existing resources and services on the heavily used commercial fishing pier, Harford Pier. RRM also devised the Pier and landing area plan, satisfying State and County mandates that require the Harbor District to evaluate its resources and demonstrate adequate services and parking availability for high-priority coastal dependent uses. The Plan was approved by the Coastal Commission in November 2006.

Reference: Kirk Sturm, Interim Harbor Master
Port San Luis Harbor District
Phone: (805) 595-5400, Email: kirks@portsanluis.com



Related Project Experience & References

Coastal Trails

San Buenaventura State Beach Facilities, Ventura, CA

After engaging the Channel Coast District staff, the City of Ventura staff, and local residents in public workshops, RRM Design Group renovated the 40 year old facilities at San Buenaventura State Beach for the California Department of Parks and Recreation. Funded by Assembly member Hanna Beth Jackson and her determination to address deferred maintenance and key facilities renovations issues, the redesign included renovation and realignment of the Coastal Trail, extraordinary improvements to the restroom and beach shower areas, the entrance, the day-use areas, the group picnic areas, and the on-site parking area. The project also advanced circulation (pedestrian, bicycle, and vehicle) and preserved sensitive dune areas.

Reference: Rich Rojas, District Superintendent

California Department of Parks and Recreation, Channel Coast District
Phone: (805) 505-1847, Email: rroja@parks.ca.gov

Surfer's Point, Ventura, CA

The City of Ventura hired RRM Design Group to prepare design development and construction drawings for the Managed Shoreline Retreat of Surfer's Point. Damaged by El Nino storms of 1999, Surfer's Point required years of collaboration, hard work, and negotiation between several area stakeholders, state agencies, and local agencies to become a great catalyst for restoration, roadway, and bike path improvements in its application of the coastal retreat philosophy. Requiring extensive background mapping including aerial control survey, boundary survey, and supplemental topographic mapping, the project sought to move an existing bike path and parking lot inland (approximately 60') and restore cobble and sand beach/dunes seaward of the reconfigured improvements. A balance between restoration of natural conditions and recreational needs (with due consideration to institutional realities, sustainability, and the desires of the community), the project maintained access to coastal recreation while improving aesthetic and environmental characteristics via restoration of the back beach with native materials, grading, and planting. The project was approved by the Coastal Commission in November 2006.

Reference: Rick H. Raives, Civil Engineer

City of Ventura
Phone: (805) 654-7870, Email: rraives@ci.ventura.ca.us



"Over the years, State Parks, like many other federal, State and local government agencies have been required to use private sector contractors and consultants based on their willingness to submit a low bid rather than their ability to deliver exceptional service and product. Occasionally, we come across a firm that exceeds our expectations and gives us much more than we ever expected. RRM Design Group, based in San Luis Obispo, CA did that and much more in assisting my District with our San Buenaventura State Beach Facility Improvement Project in 2004."

*~Richard A. Rojas, District Superintendent
California Department of Parks and Recreation
Channel Coast District*

Related Project Experience & References

Public Outreach



El Corazon Community Park, Oceanside, CA

The City of Oceanside retained RRM Design Group to prepare a Park Master Plan and a Land Use Concept Plan and for the 465 acre El Corazon property. RRM facilitated monthly planning sessions with the El Corazon Planning Committee (a 15 member City Council-appointed citizen group) and City staff to cover public outreach, programming, design, financing, and implementation. The Committee was formed in response to a contentious referendum on the use of the property. RRM was able to guide the group through 12 meetings, reaching consensus without taking a single vote. The City Council approved the Master Plan in August 2005.

Reference: Hugh O. La Bounty, Chair, El Corazon Planning Committee
Phone: (760) 433-1625, Email: hughlabounty@cox.net



Venice Beach Oceanfront Walk, Venice Beach, CA

This highly visible master planning project involved an intensive public participation phase to bring consensus to the improvement of the coastal park and boardwalk area. The public outreach process conducted by RRM involved approximately 800 citizens from as many as five or six interest or user groups. The process involved a series of interactive public meetings and workshops, consensus building between highly contentious and polarized groups, camera surveys, newsletters, and written surveys, and working with various community groups and City agencies. A show of hands at the January 15, 2001 grand opening revealed approximately 75% of the community who participated in the workshops were present at the opening, and took great pride in helping to guide the changes within their community.

Reference: Kathleen Chan, Superintendent (Retired)
Department of Recreation and Parks, City of Los Angeles
Phone: (626) 796-8030



Chumash Park Master Plan, Simi Valley, CA

The Rancho Simi Recreation and Park District retained RRM Design Group to facilitate a community based steering committee, and prepare a trail, park and open space master plan for Chumash Park. The ad hoc steering committee was comprised of 10 adjacent neighbors of the property and representatives from other neighborhoods in the area. The committee assisted the District, City, and RRM by providing a sounding board regarding the alignment of trails, park design, and management issues. The neighbors had a strong belief that they could contribute to the stewardship of the park land and trails which are the gateway to trails managed by the Mountains Conservancy in Ventura County. At the conclusion of the process that included four public meetings, the committee made a unanimous recommendation to the District's Board of Directors

Reference: Ed Hayduk, Assistant General Manager,
Rancho Simi Recreation and Park District
Phone: (805) 584-4418

"Thanks to you [Jeff Ferber] and your staff for a wonderful job on the El Corazon project. You can't do any better than a 5-0 vote by the City Council."

*~Hugh O. La Bounty, Chair
El Corazon Planning Committee*

Big Sur Coastal Trail Master Plan			RRM	Jeff Ferber	RRM	Lief McKay	RRM	Brian Hannegan	RRM	Brett Stinson	RRM	Paul Kronser	RRM	Donald Sibbett	RRM	Staff Engineer	Rincon	Kevin Merk	Planning Company	David Grannis
Tasks			Task Totals		Project Manager		Landscape Architect		Trail Designer		GIS / Mapping		Designer / Production		Interpretive Planner		Biologist		Caltrans Expert	
			160	\$ per hour	95	\$ per hour	110	\$ per hour	100	\$ per hour	66	\$ per hour	145	\$ per hour	95	\$ per hour	Lump Sum		Lump Sum	

Fee Schedule

A: Establish Goals and Objectives																				
1	Steering Committee Meeting #1	\$	1,984	6	\$960	8	\$760	0	\$0	0	\$0	4	\$264	0	\$0	0	\$0		\$0	\$0
2	Public Meeting #1	\$	2,628	6	\$960	12	\$1,140	0	\$0	0	\$0	8	\$528	0	\$0	0	\$0		\$0	\$0
Subtotal:		\$	4,612																	

B: Existing Conditions Report																				
1	Prepare Existing Conditions Report	\$	18,856	16	\$2,560	40	\$3,800	0	\$0	40	\$4,000	96	\$6,336	8	\$1,160	0	\$0		\$1,000	\$0
Subtotal:		\$	18,856																	

C: Develop Design Criteria																				
1	Steering Committee Meeting #2	\$	1,984	6	\$960	8	\$760	0	\$0	0	\$0	4	\$264	0	\$0	0	\$0		\$0	\$0
2	Public Meeting #2 *	\$	3,684	6	\$960	12	\$1,140	0	\$0	0	\$0	24	\$1,584	0	\$0	0	\$0		\$0	\$0
3	Draft Design Criteria	\$	12,760	16	\$2,560	24	\$2,280	40	\$4,400	0	\$0	40	\$2,640	0	\$0	4	\$380		\$0	\$500
Subtotal:		\$	18,428																	

D: Opportunities & Constraints Analysis																				
1	Steering Committee Meeting #3	\$	1,984	6	\$960	8	\$760	0	\$0	0	\$0	4	\$264	0	\$0	0	\$0		\$0	\$0
2	Opportunities & Constraints Analysis	\$	19,228	16	\$2,560	40	\$3,800	8	\$880	32	\$3,200	48	\$3,168	12	\$1,740	4	\$380		\$2,000	\$1,500
Subtotal:		\$	21,212																	

E: Define Proposed Trail Alignments																				
1	Steering Committee Meeting #4	\$	1,984	6	\$960	8	\$760	0	\$0	0	\$0	4	\$264	0	\$0	0	\$0		\$0	\$0
2	Define Preliminary Trail Alignment	\$	16,700	8	\$1,280	24	\$2,280	40	\$4,400	16	\$1,600	40	\$2,640	12	\$1,740	8	\$760		\$1,000	\$1,000
3	Public Meeting #3	\$	3,156	6	\$960	12	\$1,140	0	\$0	0	\$0	16	\$1,056	0	\$0	0	\$0		\$0	\$0
4	Final Draft Alignment	\$	11,180	8	\$1,280	24	\$2,280	24	\$2,640	8	\$800	40	\$2,640	8	\$1,160	4	\$380		\$0	\$0
Subtotal:		\$	33,020																	

F: Preliminary Master Plan																				
1	Preliminary Master Plan	\$	15,256	32	\$5,120	40	\$3,800	0	\$0	0	\$0	96	\$6,336	0	\$0	0	\$0		\$0	\$0
Subtotal:		\$	15,256																	

G: Action Plan																				
1	Draft Action Plan	\$	10,444	16	\$2,560	32	\$3,040	8	\$880	0	\$0	24	\$1,584	0	\$0	4	\$380		\$0	\$2,000
2	Steering Committee Meeting #5	\$	1,984	6	\$960	8	\$760	0	\$0	0	\$0	4	\$264	0	\$0	0	\$0		\$0	\$0
3	Public Meeting #4 *	\$	4,212	6	\$960	12	\$1,140	0	\$0	0	\$0	32	\$2,112	0	\$0	0	\$0		\$0	\$0
4	Final Action Plan	\$	6,024	8	\$1,280	24	\$2,280	8	\$880	0	\$0	24	\$1,584	0	\$0	0	\$0		\$0	\$0
Subtotal:		\$	22,664																	

H: Final Master Plan																				
1	Final Draft Master Plan	\$	9,600	8	\$1,280	32	\$3,040	0	\$0	0	\$0	80	\$5,280	0	\$0	0	\$0		\$0	\$0
2	Public Meeting #5	\$	3,536	6	\$960	16	\$1,520	0	\$0	0	\$0	16	\$1,056	0	\$0	0	\$0		\$0	\$0
3	Final Master Plan	\$	6,200	8	\$1,280	24	\$2,280	0	\$0	0	\$0	40	\$2,640	0	\$0	0	\$0		\$0	\$0
Subtotal:		\$	19,336																	

I: Project Management & Coordination																				
1	Project Management & Coordination	\$	14,160	60	\$9,600	48	\$4,560	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0		\$0	\$0
Subtotal:		\$	14,160																	

Project Total (Fixed Fee)	\$	167,544
Reimbursable Expenses	\$	2,800
Contingency	\$	4,656
TOTAL PROJECT FUNDING	\$	175,000

CONTINGENCY BUDGET: Will be set aside until we are directed by SCC to perform extra work, and could accommodate, for example:

- ~ Two (2) additional public presentations; *or*
- ~ Two (2) additional Steering Committee meetings; *or*
- ~ Additional mapping and/or exhibits; *or*
- ~ Other tasks as directed by the State Coastal Conservancy

*ADDITIONAL MEETINGS:

Public meeting tasks highlighted with an asterisk (Tasks C.2 & G.3) reflect the additional meetings listed in the RFP.

We have included them in our proposal because they represent an increased public outreach effort that we believe will be in the best interests of the project.

Please see the Appendix for a detailed scope of work.

Exhibit 6

Certification of Consultant, Commissions & Fees

CERTIFICATION OF CONSULTANT

I HEREBY CERTIFY that I am _____ a Principal _____, and duly authorized representative of the firm of _____ RRM Design Group _____, whose address is _____ 3765 S. Higuera Street, Ste. 102, San Luis Obispo, CA 93401 _____, and that, except as hereby expressly stated, neither I nor the above firm that I represent have:

- (a) employed or retained for a commission, percentage, brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for me or the above consultant) to solicit or secure this agreement; nor
- (b) agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out the agreement; nor
- (c) paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for me or the above consultant) any fee, contribution, donation, or consideration of any kind, for or in connection with, procuring or carrying out this agreement.

I acknowledge that this Certificate is to be made available to the California Department of Transportation (Caltrans) in connection with this agreement involving participation of Federal-aid Highway funds, and is subject to applicable state and federal laws, both criminal and civil.

May 31, 2007
(Date)


Jeff Ferber, Principal

Exhibit 8

**NONLOBBYING CERTIFICATION
FOR FEDERAL-AID CONTRACTS**

The prospective participant certifies by signing and submitting this bid or proposal to the best of his or her knowledge and belief that:

- (1) No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The prospective participant also agrees by submitting his or her bid or proposal that he or she shall require that the language of this certification be included in all lower-tier subcontracts, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.



Signature of Authorized Representative

May 31, 2007

Date

Jeff Ferber, Principal

Typed Name and Title of Authorized Representative

DISCLOSURE OF LOBBYING ACTIVITIES

COMPLETE THIS FORM TO DISCLOSE LOBBYING ACTIVITIES PURSUANT TO 31 U.S.C. 1352

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known Congressional District, if known _____	5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: Congressional District, if known _____	
6. Federal Department/Agency: _____	7. Federal Program Name/Description: CFDA Number, if applicable _____	
8. Federal Action Number, if known: _____	9. Award Amount, if known: _____	
10. a. Name and Address of Lobby Entity (If individual, last name, first name, MI) _____ (attach Continuation Sheet(s) if necessary)	b. Individuals Performing Services (including address if different from No. 10a) (last name, first name, MI) _____ (attach Continuation Sheet(s) if necessary)	
11. Amount of Payment (check all that apply) \$ _____ <input type="checkbox"/> actual <input type="checkbox"/> planned	13. Type of Payment (check all that apply) <input type="checkbox"/> a. retainer <input type="checkbox"/> b. one-time fee <input type="checkbox"/> c. commission <input type="checkbox"/> d. contingent fee <input type="checkbox"/> e. deferred <input type="checkbox"/> f. other, specify _____	
12. Form of Payment (check all that apply): <input type="checkbox"/> a. cash <input type="checkbox"/> b. in-kind; specify: nature _____ value _____		
14. Brief Description of Services Performed or to be performed and Date(s) of Service, including officer(s), employee(s), or member(s) contacted, for Payment Indicated in Item 11: _____ (attach Continuation Sheet(s) if necessary)		
15. Continuation Sheet(s) attached: Yes <input type="checkbox"/> No <input type="checkbox"/>		
6. Information requested through this form is authorized by Title 31 U.S.C. Section 1352. This disclosure of lobbying reliance was placed by the tier above when his transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to Congress semiannually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.		
Signature: _____ Print Name: _____ Title: _____ Telephone No.: _____ Date: _____		Authorized for Local Reproduction Standard Form - LLL

Federal Use Only:

Exhibit 9

**INSTRUCTIONS FOR COMPLETION OF SF-LLL,
DISCLOSURE OF LOBBYING ACTIVITIES**

This disclosure form shall be completed by the reporting entity, whether subawardee or prime federal recipient at the initiation or receipt of covered federal action or a material change to previous filing pursuant to title 31 U.S.C. Section 1352. The filing of a form is required for such payment or agreement to make payment to lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress an officer or employee of Congress or an employee of a Member of Congress in connection with a covered federal action. Attach a continuation sheet for additional information if the space on the form is inadequate. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered federal action for which lobbying activity is and/or has been secured to influence, the outcome of a covered federal action.
2. Identify the status of the covered federal action.
3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last, previously submitted report by this reporting entity for this covered federal action.
4. Enter the full name, address, city, state and zip code of the reporting entity. Include Congressional District if known. Check the appropriate classification of the reporting entity that designates if it is or expects to be a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the first tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in Item 4. checks "Subawardee" then enter the full name, address, city, State and zip code of the prime federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organization level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the federal program name or description for the covered federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans and loan commitments.
8. Enter the most appropriate federal identifying number available for the federal action identification in item 1 (e.g., Request for Proposal (RFP) number, Invitation for Bid (IFB) number, grant announcement number, the contract grant. or loan award number, the application/proposal control number assigned by the federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered federal action where there has been an award or loan commitment by the Federal agency, enter the federal amount of the award/loan commitments for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, state and zip code of the lobbying entity engaged by the reporting entity identified in Item 4. to influenced the covered federal action.
(b) Enter the full names of the individual(s) performing services and include full address if different from 10 (a). Enter Last Name, First Name and Middle Initial (MI).
11. Enter the amount of compensation paid or reasonably expected to be paid by the reporting entity (Item 4) to the lobbying entity (Item 10). Indicate whether the payment has been made (actual) or will be made (planned). Check all boxes that apply. If this is a material change report, enter the cumulative amount of payment made or planned to be made.
12. Check the appropriate box(es). Check all boxes that apply. If payment is made through an in-kind contribution, specify the nature and value of the in-kind payment.
13. Check the appropriate box(es). Check all boxes that apply. If other, specify nature.
14. Provide a specific and detailed description of the services that the lobbyist has performed or will be expected to perform and the date(s) of any services rendered. Include all preparatory and related activity not just time spent in actual contact with federal officials. Identify the federal officer(s) or employee(s) contacted or the officer(s) employee(s) or Member(s) of Congress that were contacted.
15. Check whether or not a continuation sheet(s) is attached.
16. The certifying official shall sign and date the form, print his/her name title and telephone number.

Public reporting burden for this collection of information is estimated to average 30-minutes per response, including time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D.C. 20503.

SF-LLL-Instructions Rev. 06-04-90«ENDIF»

Task A: Establish Goals & Objectives

Task A.1 Steering Committee Meeting #1

RRM will review preliminary master plan goals and objectives with Steering Committee, and identify existing data available to consultant. Meeting shall be held at a mutually agreed upon location in Big Sur.

Task A.2 Public Meeting #1

RRM will introduce the project to the public, and facilitate discussion of preliminary master plan goals and objectives. As a part of this meeting, we will provide an overview of the proposed planning process and structure. We will also use this meeting to gain public input, and identify and clarify community concerns regarding the project.

We will provide local public noticing of the meeting, organize the venue (in Big Sur), and provide materials and supplies.

Deliverables: One (1) meeting with Steering Committee; One (1) public meeting (noticing, facilitation, organization and materials); One (1) submittal preliminary goals and objectives to the SCC for finalization.

Provided by SCC: finalize the preliminary goals and objectives and circulate for Steering Committee approval; cost of meeting facility, if any.

Task B: Existing Conditions Report

Task B.1 Prepare Existing Conditions Report

RRM will prepare a report detailing existing conditions and other selected relevant information needed for development of the master plan. The report will include both written and graphic mapping components to best convey the information. We will utilize existing GIS data from the Coast Highway Management Plan (CHMP) and any other available data from public agencies.

It is our understanding that sufficient information exists and is readily available to perform this work; no additional surveys will be performed. However, we will conduct interviews with agency representatives (in person or by phone), and perform a basic level of field data collection as a part of this task. The existing conditions report will include information on the following:

- Existing trail network within the project area, including trail conditions, use, managing agency, and level of management;
- Parking areas;
- Evaluation of trailheads, parking lots and bus stops;
- Publicly accessible beach and coastal bluff areas, including parking and signage;
- Properties or easements owned by public agencies or NGO's with public access as part of their mission;
- Accepted or outstanding vertical and lateral Offers to Dedicate (OTD's) public access easements, Deed Restrictions, etc.;
- Inventory of areas of interest (scenic, cultural, historic, etc);
- Inventory of amenities and facilities, including but not limited to lodging/camping, retail shopping, restaurants and grocery stores, restrooms;
- Environmentally sensitive habitat areas that can be determined from existing information.

The data for this report shall come from various sources, including the CHMP's Corridor Intrinsic Qualities Inventory, and the Steering Committee and its affiliated agencies (State Coastal Conservancy, California Coastal Commission, Department of Parks & Recreation, US Forest Service, Big Sur Land Trust, and Monterey Regional Park District). RRM will make a written request for information to each agency, and include the provided information in the summary.

Majority of mapping will be done at 1 inch = 1 mile or greater to keep the quantity of maps to a manageable number. We will provide enlarged areas at key locations where greater detail is required, such as trail-heads and areas of interest.

Detailed Scope of Work

Deliverables: One (1) submittal existing conditions report (digital file in PDF format on CD).

Provided by SCC: descriptions of OTD's, Deed Restrictions and maps; CHMP GIS data in digital format; list of agency contacts holding available data.

Task C: Develop Design Criteria

Task C.1 Steering Committee Meeting #2

RRM will meet with the Steering Committee to discuss trail design criteria. Prior to this meeting, we will review the relevant regulations and resources listed in Task C.3 below to provide us with a framework within which to facilitate the discussion. Meeting shall be held at a mutually agreed upon location in Big Sur.

Task C.2 Public Meeting #2

RRM will facilitate a meeting with the public to discuss trail design criteria, and provide a forum for the public to provide input and comments. We will provide an overview of the various regulations, principles and standards that will govern the development of the trail as listed below in Task C.3.

We will provide local public noticing of the meeting, organize the venue (in Big Sur), and provide any materials and supplies as necessary.

Task C.3 Draft Design Criteria

RRM will prepare a draft set of design criteria, using input from the Steering Committee and the public as a starting point. The design criteria will use written and graphic components to convey the information, and will generally be reflective of the following:

- Adopted goals and objectives from Task A
- 'Principles for Designing the Coastal Trail' from the Completing the California Coastal Trail report

- Public access and natural resources protection policies of the Coastal Act
- Public access policies from the Big Sur Land Use Plan
- Public access policies from the San Luis Obispo Coastal Policies Plan
- Applicable agency standards (such as Department of Parks and Recreation, US Forest Service, Caltrans)
- Community concerns (local residents, property owners, and business owners) gained from Task A.2

Deliverables: One (1) meeting with Steering Committee; One (1) public meeting (noticing, facilitation, organization and materials); One (1) submittal draft design criteria (digital file in PDF format on CD).

Provided by SCC: approval and finalization of design criteria.

Task D: Opportunities & Constraints Analysis

Task D.1 Opportunities & Constraints Analysis

RRM will prepare a written summary of opportunities and constraints, based on the available existing GIS data, and field reconnaissance. As part of this effort, RRM staff will cycle the entire length of the project, utilizing mobile, hand-held GPS technology, making field notes and taking photographs, to aid us in assessing the Highway 1 bicycle corridor. We will supplement the written summary with maps and/or exhibits to best convey the information. Majority of mapping will be done at 1 inch = 1 mile or greater to keep the quantity of maps to a manageable number. We will provide enlarged areas at key locations where greater detail is required, such as areas of special interest and trail-heads. Any new digital GIS data RRM produces will be added to the CHMP geo-database.

Detailed Scope of Work

Specifically, we will concentrate on the following:

- Opportunities:
 - Areas that can support hiking trails near the shoreline and away from vehicular traffic;
 - Potential trail connections between existing trails and areas of interest;
 - Highway 1 bicycle corridor analysis;
 - Identification of interpretive opportunities (scenic, historic, cultural, natural, etc).
- Constraints:
 - Water and canyon crossings (including existing bridges);
 - Sensitive habitats;
 - Archeological areas;
 - Landslides or other geologically hazardous areas;
 - Other engineering challenges.

Task D.2 Steering Committee Meeting #3

RRM will facilitate a meeting with the Steering Committee to discuss the opportunities and constraints analysis. At this meeting, RRM will have sufficient information for the Steering Committee to provide meaningful feedback prior to our finalizing the analysis. Meeting shall be held at a mutually agreed upon location in Big Sur.

Deliverables: One (1) meeting with Steering Committee; One (1) submittal Opportunities & Constraints Analysis (digital file in PDF format on CD).

Task E: Define Proposed Trail Alignments

Task E.1 Steering Committee Meeting #4

RRM will facilitate a meeting with the Steering Committee to discuss proposed trail alignments. The meeting shall be held at a mutually agreed upon location in Big Sur.

Task E.2 Define Preliminary Trail Alignment

RRM will work with both the SCC and the Steering Committee to define both short-term and long-term trail alignments, which will likely include:

- Continuous trail for pedestrians traveling the length of the coast within the project area, separated whenever possible from the highway, and utilizing both east and west sides of the highway;
- Discontinuous trail segments to or along the coast, with emphasis on connecting places of interest as defined in the existing conditions report and the opportunities analysis.
- Continuous alignment for cyclists traveling the length of the coast, separated whenever possible from the highway.

To best present the information, we will identify logical segments to divide the project area into. For each segment we will prepare:

- Map showing both interim and future trail alignment(s), types of users suggested for each trail, areas of interest, and publicly accessible lands;
- Written description highlighting key opportunities and constraints, including recommendations for addressing any constraints encountered, and areas with potential for interpretive opportunities;
- Analysis of required or desired support facilities such as parking, restrooms, drinking fountains, bicycle racks, highway underpasses, pedestrian walkways and bridges;
- Preliminary analysis of consistency of alignment with relevant Monterey and San Luis Obispo County's LCP's, and Coastal Act policies.

RRM will prepare a draft of the trail alignments for review by the Steering Committee and the public. The SCC will review this draft for consistency with the Coastal Act and other agency requirements, and will also circulate the draft to the Interested Party (IP) list.

Majority of mapping will be done at 1 inch = 1 mile or greater to keep the quantity of maps to a manageable number. We will provide enlarged areas at key locations where greater detail is

Detailed Scope of Work

required, such as areas of special interest and geographically challenging locations.

Task E.3 Public Meeting #3

RRM will facilitate a public meeting to present the draft trail alignments developed in Tasks E.1 and E.2, and gather input and comments. We will provide public noticing of the meeting, organize the venue (in Big Sur), and provide any materials and supplies as necessary.

Task E.4 Final Draft Alignment

Based on comments received from tasks E.2 and E.3, RRM will work with the SCC to revise the alignments and prepare a final draft that will be presented to the Steering Committee for approval.

Deliverables: One (1) meeting with Steering Committee; Two (2) submittals (preliminary and final) Trail Alignment (digital file in PDF format on CD); One (1) public meeting (noticing, facilitation, organization and materials).

Provided by SCC: preliminary analysis of draft for conformance with applicable agency regulations and requirements; circulation of draft to all reviewers; collection and consolidation of all reviewer comments into one response memorandum for return to RRM.

Task F: Preliminary Master Plan

Task F.1 Preliminary Master Plan

RRM will consolidate the products from Tasks A through E to develop a preliminary master plan document. This document will generally reflect the final appearance and format of the document. It will be made available in a digital format on CD to the Steering Committee for review, and any comments and revisions will be addressed in the final document (Task H).

Deliverables: One (1) submittal Preliminary Master Plan (digital file in PDF format on CD).

Task G: Action Plan

Task G.1 Prepare Draft Action Plan

RRM will prepare an action plan that will, for each segment detailed in Task E.2, identify discrete projects that could be implemented within the next ten years, and evaluate for each project the potential level of use, feasibility of implementation, and timeframe for completion. The action plan will also include:

- List of high priority projects based on implementation feasibility and expected level of use;
- Steps required to address significant constraints on segments that connect key areas of interest;
- Summary of level of management needed, the proposed management entity, and the capacity of the entity to undertake the increased management responsibilities;
- Identification of funding and grant opportunities for each of the steps above, including any potentially necessary legislative actions.

Task G.2 Steering Committee Meeting #5

RRM will facilitate a meeting with the Steering Committee to discuss final trail alignments and the draft action plan. The meeting shall be held at a mutually agreed upon location in Big Sur.

Task G.3 Public Meeting #4

RRM will facilitate a public meeting to discuss final trail alignments and the draft action plan, and gather input and comments. We will provide public noticing of the meeting, organize the venue (in Big Sur), and provide any materials and supplies as necessary.

Detailed Scope of Work

Task G.4 Final Action Plan

RRM will revise the draft action plan based on the direction of the SCC and the public input to produce the final action plan. This product will be incorporated into the master plan document as the 'Trail Implementation' chapter.

Deliverables: One (1) meeting with Steering Committee; One (1) public meeting (noticing, facilitation, organization and materials); Two (2) submittals (draft and final) Action Plan (digital file in PDF format on CD).

Provided by SCC: review of draft action plan; circulation of draft to all reviewers; collection and consolidation of all reviewer comments into one response memorandum for incorporation into final action plan.

Task H: Final Master Plan

Task H.1 Final Draft Master Plan

RRM will compile all the information prepared in Tasks A through G into a draft master plan document. This draft will be circulated in digital format to the Steering Committee for review.

Task H.2 Public Meeting #5

RRM will facilitate a public presentation of the draft master plan, and gather input and comments. We will provide public noticing of the meeting, organize the venue (in Big Sur), and provide any materials and supplies as necessary.

Task H.3 Final Master Plan

RRM will revise the draft master plan based on comments received by the Steering Committee, SCC, and the public to produce the final master plan document.

Deliverables: One (1) public meeting (noticing, facilitation, organization and materials); Two (2) submittals (draft and final) Master Plan (Three (3) hard copies and digital file in PDF format on CD).

Provided by SCC: review of draft master plan; circulation of draft to all reviewers; collection and consolidation of all reviewer comments into one response memorandum for incorporation into final master plan.

Task I: Project Management & Coordination

Task I.1 Project Management & Coordination

RRM will establish a system of regular communication with the SCC project manager.

RRM's project manager will coordinate with design staff, sub-consultants, stakeholders and other agencies as necessary on an on-going basis throughout all phases of the project. This task also includes internal QA/QC, document review, day-to-day project coordination efforts including general correspondence, and telephone conferencing. As a part of this task we will prepare a monthly progress memorandum for the SCC project manager.

Deliverables: Memos, meeting minutes, and general correspondence for document control, compiled in a three-ring binder located in our office and available for access by SCC staff.

Provided by State Coastal Conservancy

- Maintain current list (including contact information) of Steering Committee members, interested parties and relevant agency contacts.
- Circulate draft/preliminary submittals to relevant parties for review.
- Collect and consolidate review submittal comments into one response memorandum per submittal for return to RRM.
- Provide RRM with all available relevant information and data necessary to complete the work described.

Project Team Résumés

RRM Design Group

RRM Design Group's multidiscipline delivery of professional services-architecture, planning, landscape architecture, civil engineering, surveying, and urban design-infuses sustainability and economic vitality into community, civic, public safety, recreation, education, and urban revitalization projects across California.

Our expert team of over 160 professionals connects green solutions with advanced technologies to implement your visions.

And with offices in San Luis Obispo, Sausalito, San Juan Capistrano, and Oakdale, we build strong relationships between people, places, resources, and public agencies, Creating Environments People Enjoy® since 1974.

Principals of the Firm

Victor Montgomery, AIA, No. C11090

T. Keith Gurnee

John Wilbanks, AICP

Jeff Ferber, RLA No. 2844

Erik P. Justesen, RLA No. 2608

Jerry Michael, RCE 36895, LS No. 6276

Greg Peters

Debbie Rudd, AICP

Warren McClung, ASLA, No. 4382

Mike Sherrod, ASLA

Tim Walters

Kirk Van Cleave, AIA, No. C25012

Stacey White, AIA, LEED AP, No. C29210

San Luis Obispo (Headquarters)

3765 South Higuera Street, Suite 102

San Luis Obispo, CA 93401

P: (805) 543-1794, F: (805) 543-4609

San Clemente

232 Avenida Fabricante, Suite 112

San Clemente, CA 92672

P: (349) 361-7950, F: (949) 361-7955

Oakdale

210 East F Street

Oakdale, CA 95361

P: (209) 847-1794, F: (209) 847-2511

Sausalito

10 Liberty Ship Way, Suite 300

Sausalito, CA 94965

P: (415) 331-8282, F: (415) 331-8298

Firm Size

Total staff of 165

Personnel by Discipline

15	California Licensed Architects
4	California Licensed Civil Engineers
11	California Licensed Landscape Architects
4	Certified Planners
5	Licensed Surveyors
9	LEEDTM Accredited Professionals
22	Architecture Designers
14	Engineering Designers
33	Planning and L/A Designers
7	Survey Technicians
46	Administrative and Secretarial
3	Construction Services
4	Interns

Project Team Résumés

Jeff Ferber, ASLA

Project Role

Principal-in-Charge/Project Manager

18 Years of Experience

Education

Bachelor of Science, Landscape Architecture, California Polytechnic State University
Graduate Studies, Environmental Planning, California State University, Fullerton

Registrations

1998, Landscape Architect, CA No. No. 2844

Affiliations

American Society of Landscape Architects (ASLA)
Central Coast Salmon Enhancement
California Parks and Recreation Society
National Recreation and Park Association 2006, #68691

Civic/Community Service

SLOCO Access, President, Board of Directors, 2002-2005
SLOCO Access, Vice President, Board of Directors 2000-2002
Arroyo Grande Watershed Forum Steering Committee 2000-Present
City of San Luis Obispo Tree Committee 1994 - 1996
AYSO Region 83 Board of Directors 2006-Present

Presentations

"A Bike Runs Through It" October 2005, APA Conference, Yosemite
Coast Walk Guide, California Coastal Trail Tour, 12-mile walking tour of the San Simeon Coast, August 2003, San Luis Obispo County

Related Project Experience

- Arroyo Grande Creek Promenade, Arroyo Grande, CA
- Arroyo Simi Greenway Visioning Study Project, Simi Valley, CA
- Broadway-Brommer Bicycle/Pedestrian Pathway, Santa Cruz, CA
- Cloisters Dune and Wetlands Restoration Project, Morro Bay, CA
- East West Ranch Public Access and Resource Management Plan, Cambria, CA
- El Corazon Community Park, Oceanside, CA
- Guadalupe School Lake and Wetland Park, Guadalupe, CA
- Hearst Ranch Conservation Easement and Coastal Trail Plan, San Luis Obispo County, CA
- Hetch Hetchy Recreational Trail, Modesto, CA
- Morro Bay Harborwalk, Morro Bay, CA
- Morro Dunes Trails at The Cloisters, Morro Bay, CA
- Ojai Arcade Plaza, Ojai, CA
- Omar Rains Bike Path at San Buenaventura State Beach, Ventura, CA
- Otay Valley Regional Park Design Standards, San Diego, CA
- Port San Luis Master Plan, Avila Beach, CA
- Prince Memorial Greenway, Santa Rosa, CA
- Rancho Grande Trails and Circulation Master Plan, Arroyo Grande, CA
- San Buenaventura State Beach Facilities, Ventura, CA
- San Luis Obispo Railroad Trail Phase I, San Luis Obispo, CA
- Surfer's Point Coastal Trail, Ventura, CA
- Venice Beach Bike Path, Venice Beach, CA
- Venice Beach Oceanfront Walk, Venice Beach, CA
- Ventura Hillsides Recreation & Access Plan, Ventura, CA
- Ventura River Estuary Enhancement Plan, Ventura, CA

Project Team Résumés

Lief McKay, RLA

Project Role

Assistant Project Manager

7 Years of Experience

Education

Bachelor of Landscape Architecture, (With Honors), University of Canberra, Australia

Registrations

2004, Landscape Architect, CA No. 4937

Affiliations

San Luis Obispo Rugby Football Club, President
Big Brothers/Big Sisters Mentor

Related Project Experience

- Port San Luis Coastal Gateway, Avila Beach, CA
- Potrero Canyon Coastal Access and Interpretive Trail, Los Angeles, CA
- Morro Dunes Trails at The Cloisters, Morro Bay, CA
- Santa Paula Branch Line Recreation Trail, Ventura County, CA
- Morro Bay Harborwalk, Morro Bay, CA
- Pacifica State Beach Restoration Plan, Pacifica, CA
- Port of Los Angeles Community Consensus Process, San Pedro, CA
- Port of Los Angeles Waterfront Master Plan, San Pedro and Wilmington, CA
- Venice Beach Oceanfront Walk, Venice Beach, CA
- Cloisters Dune and Wetlands Restoration Project, Morro Bay, CA
- Pismo Beach Promenade IV, Pismo Beach, CA
- Arroyo Grande Creek Promenade, Arroyo Grande, CA
- Guadalupe School Lake and Wetland Park, Guadalupe, CA
- LRDM Landscape Services, Pismo Beach, CA
- McCrea Ranch Lake and Picnic Area, Thousand Oaks, CA
- Prince Memorial Greenway, Santa Rosa, CA
- Ventura Hillsides Recreation & Access Plan, Ventura, CA
- Veterans Park, Brentwood, CA
- Whittier Greenway Trail, Whittier, CA
- Wilmington Parkway, Wilmington, CA

Project Team Résumés

Brian A. Hannegan

Project Role

Trail Planner

16 Years of Experience

Education

Bachelor of Science, Landscape Architecture, California
Polytechnic State University, San Luis Obispo, CA

Affiliations

Trust for Historic Preservation
American Society of Landscape Architecture

Civic/Community Service

San Clemente Downtown Visioning Committee Leader, 2005
San Clemente Historic Landmark Taskforce, 2006 - Present
San Clemente Trolley Taskforce Member, 2005 - Present

Presentations

"Innovative Solutions to Alternate Mode Access and
Connectivity", 2005 Walk/Bike Conference, San Luis Obispo, CA

"Trail Planning and Design Process", September 2002 California
State Parks Conference, Lake Tahoe, CA

Related Project Experience

- Broadway-Brommer Bicycle/Pedestrian Pathway, Santa Cruz, CA
- Carlsbad Police and Fire Training Center Study, Carlsbad, CA
- El Corazon Community Park, Oceanside, CA
- Lewis Eaton Trail Enhancements, Fresno, CA
- Otay Valley Regional Park Design Standards, San Diego, CA
- San Luis Rey River Trail Extension, Oceanside, CA
- San Luis Rey River Trail Study, Oceanside, CA
- Santa Ana River Bike Trail, Riverside, CA
- Santa Clarita Regional Commuter Trail, Santa Clarita, CA
- UCSB Broida Hall Bicycle and Pedestrian Circulation Studies, Santa Barbara, CA

- UCSB Pardall/Davidson Bike Path, Santa Barbara, CA

Experience Prior to RRM

- Batasso Preserve Trail Design, Boulder, CO
- Big Dry Creek Trail Design, Westminster CO
- Boulder County Trails Master Plan, Boulder County, CO
- Citrus Regional Trail, Rancho Cucamonga, CA
- Coastal Rail Trail, San Diego County, CA
- Heil Ranch Trail Master Plan, Boulder CO
- Inland Rail Trail, San Marcos, CA
- LA River Bike Path Design, Glendale, CA
- LA River Bike Path, Burbank, CA
- Mojave River Greenway, Victorville, CA
- North Foothills Open Space Park Master Plan, Boulder, CO
- Oxnard Bike /Pedestrian Pathway, Oxnard, CA
- Pella Crossing Trail Plan, Longmont, CO
- Redondo Beach Regional Trail, Redondo Beach, CA
- River Mountain Loop Trail, Henderson, NV
- Rock Creek/Coal Creek Greenway, Louisville, CO
- San Sevain Creek Trail, Fontana, CA
- Willow Creek / Twin Lakes Trail, Boulder, CO

Project Team Résumés

Donald Sibbett

Project Role

Coastal Trail Interpreter

23 Years of Experience

Education

Bachelor of Science, Landscape Architecture, California State University, San Luis Obispo

Registrations

1989, Landscape Architect, CA No. 3022

Affiliations

American Association of Museums

American Association of State and Local History

National Association of Interpretation

Related Project Experience

- Portwalk, San Francisco, CA
- Barona Indian Museum and Cultural Center, Lakeside, CA
- Bay Area Discovery Museum, Sausalito, CA
- Begich, Boggs Visitor Center, Portage Valley, AK
- Colonel Allen Allensworth State Historic Park, Allensworth, CA
- Grand Canyon Village Interpretive Center, Grand Canyon, AZ
- Great Basin National Park, Baker, NV
- Habitot Children's Museum/Learning Annex, Berkeley, CA
- Hagerman Fossil Beds Visitor Center, Moose, WY
- Kings Canyon National Park Visitor Center, Stagerman, ID
- Lake Tahoe Visitor Center, Zephyr Cove, NV
- Laurance S. Rockefeller Preserve, Moose, WY
- Mendenhall Glacier Visitor Center, Juneau, AK
- Niles Town Square, Fremont, CA
- Oakland Zoo/Valley Children's Zoo, Oakland, CA
- Oroville Riverfront Phase 1, Oroville, CA
- Point Reyes Bird Observatory, Stinson Beach, CA
- Quail Botanical Gardens, Encinitas, CA
- Sailing Vessel Balclutha, San Francisco, CA
- Southeast Alaska Discovery Center, Ketchikan, AK
- Tahoe Environmental Research Center, Incline Village, NV
- The Scripps Research Institute, La Jolla, CA
- US Department of Agriculture Visitor Center, Washington, DC
- Vallejo Waterfront Master Plan, Vallejo, CA
- Waikiki Master Plan, Honolulu, HI

Project Team Résumés

Planning Company Associates, Inc.

Since 1986, Planning Company Associates, Inc. has been successfully helping clients achieve their goals and objectives while bringing the public and private sector together in partnership to realize needed objectives.

Our skilled, experienced staff creates comprehensive, integrated strategies to achieve approvals, funding, programming and success for private and public sector clients alike. Planning Company Associates, Inc.'s expertise includes:

- Strategic Transportation Planning, Programming, Funding and Implementation
- Comprehensive Mobility Programs
- Unique Partnerships

Our firm possesses an extensive, in-depth knowledge and understanding of public and private sector needs and agendas, a key to developing mutually beneficial and implementable solutions.

Experience acquired from our focus on common goals has taught us that strategic planning is not enough. Successful implementation is essential to realizing our clients' objectives. Planning Company Associates, Inc. develops comprehensive and strategic public-private partnerships to finance and implement projects and programs. We also ensure that all client objectives and requirements are implemented in a timely manner.

Creating and developing successful, strategic public-private relationships to achieve mutual objectives is the core activity of Planning Company Associates, Inc.

Project Team Résumés

David Grannis

President, Planning Company Associates, Inc.

Project Role

Transportation Planning/Enhancement & Funding Expert

Education

- University of Southern California, Bachelor of Arts, Political Science; History, Cum Laude 1980

Professional Affiliations

- Member, Executive Committee and Board of Directors, Chairman, Transportation Committee, Los Angeles Economic Development Corporation
- Member, Executive Committee and Board of Directors, Economic Alliance of the San Fernando Valley
- Member, Board of Directors, Past-chairman, Transportation Committee Valley Industry and Commerce Association
- Member, Board of Directors, Chairman, Transportation Committee Central City Association

Community Service

- Ronald McDonald House, Los Angeles, Board of Trustees (1990-1992; 1996 -2000)
- Temple-Edgeware Housing Corporation, President of Board (1995- 1999)
- American Humane Assoc., Board of Directors (1998 - 2000)
- Children's Planning Council Foundation, Inc., Board of Directors (1999-Present)

David Grannis founded Planning Company Associates, Inc. to bring a strategic private-public partnership approach to solving critical urban infrastructure and land-use problems. Building on his over twenty years of both public and private sector experience, Grannis specializes in developing and implementing public-private partnership resulting in approval, action and implementation of creative and effective solutions.

A self-described "generalist", Grannis evaluates problems and designs comprehensive operational, safety and mobility solutions. He also oversees the programming, funding and implementation of those solutions, thus providing "start-to-finish" services for his clientele.

Project Experience

- Served as Funding Project Manager for the Alameda Corridor project. Lead Government Affairs and Advocacy Program (GAAP), including work with federal, state, regional and local officials and agencies in identifying and securing \$800 million in needed transportation funding for this nationally significant project, including a first-ever \$400 million federal loan that served as the precursor to TIFIA.
- Serves as transportation infrastructure managers for several private sector firms in California (DMB, Rancho Mission Viejo, Elliot Homes, Lewis Operating Companies). Develops comprehensive infrastructure programs aligning infrastructure needs with development opportunities statewide and identifying public and private funding resources to deliver projects on development schedule. Program manages mitigation and infrastructure as a corporate asset and establishes public-private partnership for mobility, access and safety as foundational principle.
- Special advisor to Mayor Richard Riordan on transportation recovery in the wake of the 1994 Northridge Earthquake (1994). Coordinated interim transportation solutions during reconstruction of major highways and arterials with U.S. Secretary of Transportation (Pena) and Federal Highway Administrator (Slater), state officials, regional agencies and the City of Los Angeles.

Project Team Résumés

Rincon Consultants, Inc.

1530 Monterey Street, Suite D
San Luis Obispo, CA 93401
P: (805) 547-0900, F: (805) 547-0901

Rincon Consultants, Inc., is a multi-disciplinary environmental sciences, planning, and engineering consulting firm with offices in Ventura, San Luis Obispo, and Carlsbad, California. Founded in 1994, Rincon has an established history of serving both public and private sector clients. We understand the needs of each and possess the insight to apply both proven and innovative techniques specific to a project's need. The following is a summary of the services Rincon provides:

- CEQA Compliance (EIRs, Initial Studies, Mitigation Programs)
- NEPA Compliance (Environmental Assessments, EISs)
- Phase I and II Environmental Site Assessments
- Hazardous Waste characterization and remediation
- Geological and Seismic studies
- General Plans and Elements
- Specific Plans, Site Planning, Community Design
- Alternative Transportation (Equestrian/Pedestrian/Bicycle planning)
- Regulatory Compliance as it pertains to Construction and Mitigation Monitoring
- Biological Resource Services (Rare and Endangered Species surveys; Wetland Delineations, Revegetation)

Rincon employs 52 professionals including registered geologists, a certified engineering geologist, registered environmental assessors (REA I and II), a doctor of environmental engineering, wildlife biologists, certified wetland specialists, botanists, noise and air quality experts, and certified urban planners. Our firm has managed some of the most complex environmental consulting projects in Southern and Central California. This breadth of expertise allows Rincon to analyze many of the issues relevant

to nearly any project in-house. Our approach focuses on well-designed solutions that respond to our clients' specific needs in a cost-effective manner.

During Rincon's 11-year history, the firm has received multiple awards for excellence from environmental planning industry organizations, including the American Planning Association and the Association of Environmental Professionals. In addition, our financial strength was recognized in 2004 by ZwiegWhite, when the nationally recognized A/E/P industry tracking group named us to its Hot 100 Firm list, recognizing revenue growth over time. Rincon is a leader in environmental impact assessment, planning, biological resources, and contamination assessment and remediation. Our team is comprised of environmental scientists, geologists, biologists, planners, soil scientists, wetlands scientists and visual information specialists.

The Environmental Science and Planning group offers CEQA and NEPA compliance; storm water pollution prevention plans; blight studies and environmental analysis; general, specific, and master plans; trails, and open space planning; and noise studies and air quality analysis.

Project Team Résumés

Kevin B. Merk

Sr. Biologist/Manager, Biological Resources Group
Rincon Consultants, Inc.

Project Role

Biologist

Education, Certifications, Registrations and Affiliations

B.A., Biology (Plant Sciences), University of California, Santa Cruz
40 Hour OSHA HAZWOPER Training

Hydrogeomorphic Approach to Functional Assessment of Riverine
Waters/Wetlands in the South Coast Region of Santa Barbara
County Training

U.S. Army Corps of Engineers Wetland Delineation Training

California Native Plant Society

California Botanical Society

California Exotic Pest Plant Council

Society for Ecological Restoration

Kevin serves as a Senior Biologist and manages Rincon's San Luis Obispo Biological Resources Group. Kevin has a broad background in the biological sciences with expertise in plant taxonomy, quantitative vegetation analysis, habitat evaluation procedures, surveys for legally-protected plant and animal species, methodologies for restoring native plant communities and biotechnical erosion control in California. Kevin has over fifteen years of relevant work experience, and has conducted general biological and focused rare plant and animal surveys throughout California. He has also developed, implemented and monitored habitat restoration projects throughout the North, Central and South Coast regions of California.

Project Experience

- Hurricane Point Landslide Habitat Assessments and Spoils Removal Project Highway 1 North of Big Sur, Monterey County
- Gaviota Coast, Prepared California Department of Fish and Game Streambed Alteration Agreement Package for the Southern California Gas Company to permit Vegetation Management Activities around gas pipeline spans across various creeks, Santa Barbara County
- City of Lompoc, prepared Wetland Management Plan for the Bailey Avenue Wetland and Riparian Area, included conducting Biological and Wetland Assessments, Rare Plant Surveys, and USFWS California Red-Legged Frog (CRLF) Habitat Suitability Analysis and Protocol Surveys, Lompoc, Santa Barbara County
- City of Lompoc, Preparation, Implementation and Monitoring Black-Flowered Figwort (*Scrophularia atrata*) Habitat Mitigation and Monitoring Plan for the Bodger Property, Lompoc, Santa Barbara County
- Davenport Creek Habitat Mitigation and Monitoring Plan Preparation, Implementation and Monitoring, San Luis Obispo County
- California State University Channel Islands Corps 404, RWQCB 401 and DFG 1601 wetland permitting and Wetland and Riparian Habitat Mitigation and Monitoring Plan Preparation, Implementation, and Monitoring, Ventura County
- Biddle Ranch Project Biological and Wetlands Assessment, Rare Plant Surveys, and USFWS Protocol CRLF Surveys, Agency Liaison and Construction Monitoring, San Luis Obispo County
- North of Playa, Prepared Habitat Conservation Plan for Seven Coastal Dune Species and Implemented and Monitored Mitigation and Monitoring Program, Sand City, Monterey County
- Fort Ord Conversion Project Floristic Inventory, Rare Plant Surveys and Population Studies for Sand Gilia and Monterey Spineflower, Monterey County
- Marina Dunes Floristic Inventory and Rare Plant Surveys, Monterey County



LEGEND

- 1-9: Existing Parking Area to Remain
- A-C: Proposed Parking Area
- Proposed Restroom Location
- 1,577 ac Proposed Fee Acquisition Areas
- 80,200 ac Proposed Conservation Easement Areas
- Coastal Trail within Easement Areas (overlay)
- Beaches
- Highway 1
- Existing Public Lands
- Other Private Lands

GRAPHIC SCALE 0 1000 2000 4000
March 9, 2004

Hearst Ranch

SAN LUIS OBISPO COUNTY, CALIFORNIA

West Side Access Overview Map

Confidential for Attorney-Client Privilege 213

EXISTING PARKING TO REMAIN

PROPOSED PARKING AREAS

BEACH IMAGES

RESTROOM CHARACTER

